

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
OFFICE OF THE INSPECTOR GENERAL**

**DEPARTMENT OF MOTOR
VEHICLES INSPECTION STATION**

REPORT OF RE-INSPECTION



**CHARLES C. MADDOX, ESQ.
INSPECTOR GENERAL**

Inspections and Evaluations Division

Mission Statement

The Inspections and Evaluations (I&E) Division of the Office of the Inspector General is dedicated to providing District of Columbia (D.C.) Government decision makers with objective, thorough, and timely evaluations and recommendations that will assist them in achieving efficiency, effectiveness and economy in operations and programs. I&E's goals are to help ensure compliance with applicable laws, regulations, and policies; to identify accountability; recognize excellence; and promote continuous improvement in the delivery of services to D.C. residents and others who have a vested interest in the success of the city.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Office of the Inspector General

Inspector General



June 27, 2003

Ms. Ann Witt
Acting Director
Department of Motor Vehicles
301 C Street, N.W., Suite 1018
Washington, DC 20001

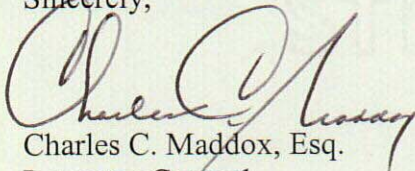
Dear Ms. Witt:

Enclosed is our *Report of Re-inspection of the Department of Motor Vehicles Inspection Station* (DMVIS). We conducted the re-inspection of DMVIS as a follow-up to our initial inspection that occurred in August 2000. Re-inspections and follow-up reports are the key components of the OIG compliance process. This process was developed to assist District managers in improving service delivery by implementing the findings and recommendations that were agreed upon at the conclusion of the initial inspection.

Re-inspections are a review of matters that have already been discussed in detail and, as is true in this case, there is usually agreement on the majority of our findings and recommendations. However, please note that we do not send re-inspection reports such as this one out to agencies for comment prior to publication. Of the 26 findings and 33 recommendations made in our initial inspection, DMVIS has complied fully with 26 of the original recommendations, 2 are in partial compliance, and 5 have not been complied with. I commend DMVIS for the significant improvements represented by those recommendations complied with, and ask that DMVIS managers be encouraged to work diligently and expeditiously to bring the agency into full compliance on the remaining issues.

If you have questions or comments concerning this report or other matters related to the re-inspection, please contact me at the number below or Alvin Wright, Jr., Assistant Inspector General for Inspections and Evaluations at (202) 727-9249.

Sincerely,


Charles C. Maddox, Esq.
Inspector General

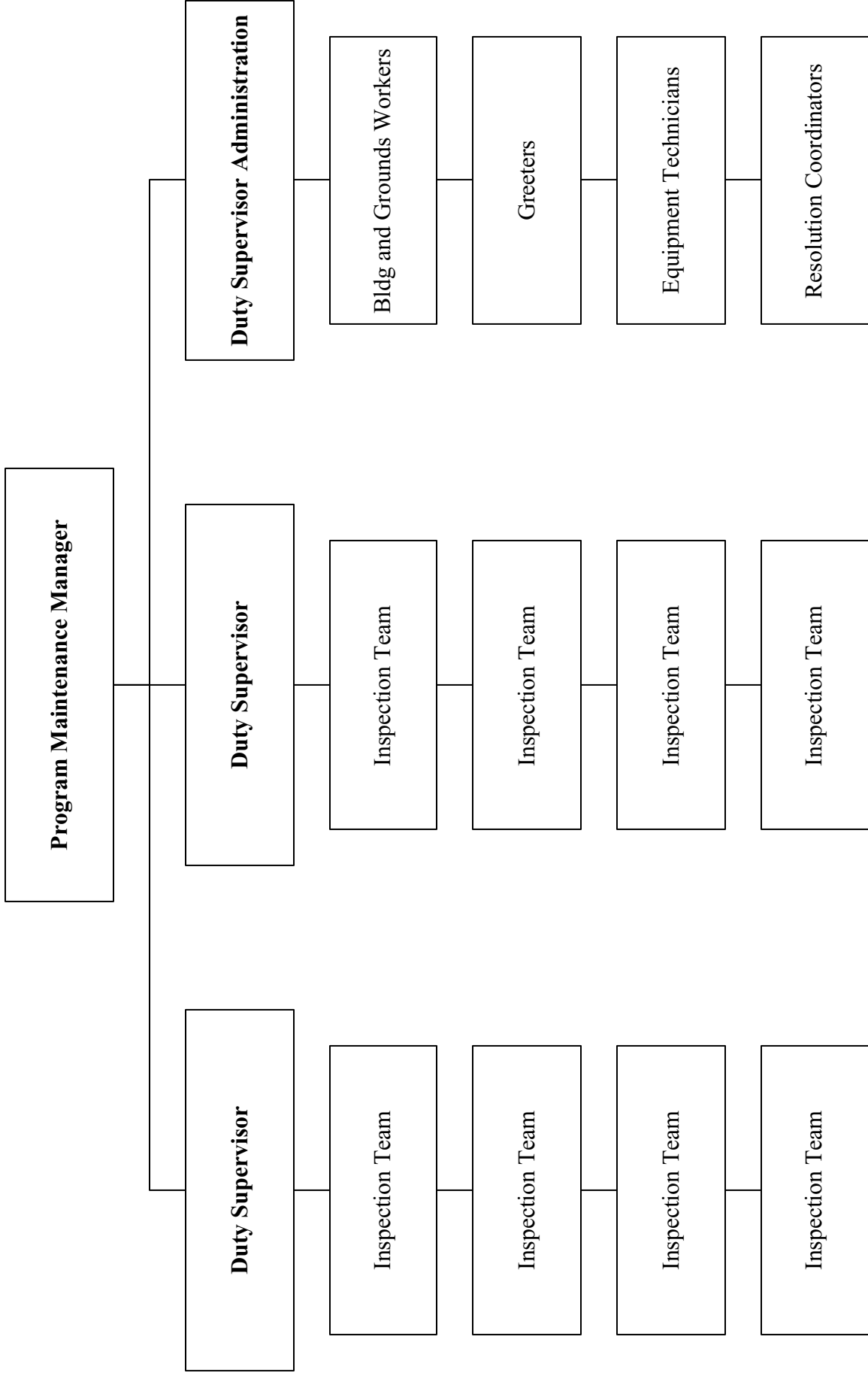
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D.C. Department of Motor Vehicles Inspection Station



ACRONYMS

AAMVA	American Association of Motor Vehicle Administrators
ASE	Automotive Service Excellence
CDL	Commercial Drivers Licenses
DCOP	District of Columbia Office of Personnel
D/DMV	Director of the Department of Motor Vehicles
DMV	Department of Motor Vehicles
DMVIS	Department of Motor Vehicles Inspection Station
DOH	Department of Health
EPA	Environmental Protection Agency
FHWA	Federal Highway Administration
MPD	Metropolitan Police Department
OBD	On Board Diagnostic

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INTRODUCTION

INTRODUCTION

Background and Perspective

The OIG inspection process includes follow-up with inspected agencies on findings and recommendations. This follow-up inspection and report are part of the compliance process that the OIG has developed to help District of Columbia (District) managers work towards continuous improvement in the delivery of services to residents and others who have a vested interest in the success of the city.

This re-inspection report on the Department of Motor Vehicles Inspection Station (DMVIS) is a follow-up to the initial inspection that occurred in August 2000. The Inspections and Evaluations Division (I&E) was tasked with evaluating station operations and making recommendations that could help DMVIS management increase the station's overall efficiency and effectiveness.

Of the 26 findings and 33 recommendations made in the initial inspection, DMVIS has complied fully with 26, 2 are in partial compliance, and 5 have not been complied with.

The District has performed vehicle safety inspections since 1937. Until 1999, there were two government-owned vehicle inspection stations: 1823 West Virginia Avenue, N.E., and 1001 Half Street, S.W. Built in 1938, the West Virginia Avenue station had four bays and the Half Street station, built in 1963, had five. The Half Street station was closed for renovations in August 1997 and re-opened in April 1999 with eight lanes. The renovated Half Street station performs the enhanced exhaust emissions inspection required by the U.S. Environmental Protection Agency (EPA). The West Virginia Avenue station was closed in April 1999 for renovation and has not been reopened.

DMVIS responsibilities also include inspecting vehicles involved in fatal accidents to determine if vehicle safety issues contributed to the fatality. This function is performed in conjunction with the Metropolitan Police Department.

At the time of the re-inspection, the inspection station was open Monday through Friday from 6 a.m. until 6 p.m. during the winter, and 6 a.m. until 8 p.m. during the summer. It was also open from 7 a.m. until 4 p.m. on Saturdays year-round. During the initial inspection, DMVIS had a staff of 74. At the start of this re-inspection, there were 68 employees: 55 inspectors, 4 equipment technicians, 2 grounds and maintenance workers, 3 administrative employees and a 4-member management staff. Since the initial inspection, 15 inspectors left due to low salaries but have been replaced. These departures, however, caused service disruptions and delays because of the time required to train and qualify new employees to successfully perform inspection duties.

Currently, there are 260,000 vehicles registered in the District, 30,000 more than during the initial inspection in August 2000. These vehicles are categorized by the station as either pleasure vehicles, taxis, limousines, buses (including Metro), commercial vehicles, motorcycles/trailers, or District government vehicles.

INTRODUCTION

Scope and Methodology

The re-inspection began on September 11, 2002, and concluded in October 2002. OIG inspections comply with standards established by the President's Council on Integrity and Efficiency (PCIE). The re-inspection monitored DMVIS's compliance with recommendations made in the initial DMVIS Report of Inspection No. 00-0003KV (ROI). During the re-inspection, the inspection team (team) conducted interviews, inspected facilities, directly observed major work processes, reviewed documentation, and inspected work areas.

Format of This Report

In each of the following sections of this report, the original findings published in the August 2000 ROI are reprinted, followed by the current status of DMVIS operations as evaluated by the team. The Appendix contains a complete list of the original findings and recommendations and the current status of those recommendations.

Findings and Recommendations:

OPERATIONS AND CUSTOMER SERVICE

Original Finding:

1. **Increased staffing has brought the station in line with State Plan requirements, opens all lanes and, along with increased hours, significantly reduces customer wait times.**

No Recommendation Made in Original Report of Inspection.

The team found that since the initial inspection conducted in August 2000, DMVIS continues to comply with the State Implementation Plan.¹ However, inadequate staffing at the DMVIS has led to increased customer wait times and longer inspection lines.

Due to non-competitive salaries, DMVIS has a high employee turnover rate. Management stated that DMVIS could not compete with salaries from surrounding jurisdictions and other organizations such as the Washington Metropolitan Area Transit Authority, which offers twice the amount of compensation for similar job responsibilities. According to management, the station has hired 24 inspectors. However, 15 of those inspectors subsequently resigned.²

The station operates 12 hours per day during the week and 8 hours on Saturday. Due to staff shortages, management has had to reduce the number of inspectors working during the week in order to provide inspection coverage on Saturdays. According to management, the station was closed on several occasions during the summer months due to excessive heat advisories and is currently experiencing a vehicle inspection backlog. Management further noted that Mondays were the busiest days; long lines supported this claim. The DMVIS inspects approximately 800-900 vehicles per day.

Original Finding:

2. **Special lanes and emissions test changes have increased inspection efficiency and vehicle processing speed.**

No Recommendation Made in Original Report of Inspection.

As noted in the initial ROI, the designation of a special lane for senior citizens and the implementation of changes to the emissions test continue to increase the efficiency of the vehicle inspection process. The designation of the eighth inspection lane continues to provide services to senior citizens and persons with disabilities with minimum delay.

¹ The EPA requires each state and the District to develop a state plan based on EPA regulations that must be followed to reduce air pollution in accordance with the Clean Air Act.

² All information stated in this Report was current as of October 2002.

OPERATIONS AND CUSTOMER SERVICE

This lane also serves as an emergency or general exit for customers who decide to leave DMVIS prior to completing the inspection process. The On Board Diagnostic (OBD) Emissions System³ is functioning properly and is capable of handling and processing approximately 800-900 vehicles per day.

The system issues a fast fail⁴ to those vehicle owners whose vehicles do not meet the EPA guidelines. As a result, those vehicles do not have to complete the entire inspection process, thereby saving both DMVIS resources and the citizens' time.

Original Finding:

3. **A Resolution Coordinator will now re-inspect and approve repairs made on minor failed items such as horns and signal lights. Clearer instructions for these customers are needed, however, so they know what to do and who to see.**

Current Status: In Compliance.

Since the initial DMVIS inspection, a greeter is stationed at the DMVIS entrance to direct customers with minor repairs to the appropriate re-inspection lane. However, the DMVIS employee designated as Resolution Coordinator, is not being used primarily as such because of staff shortages. He is now needed to support the initial vehicle inspection process. According to the station manager, the Resolution Coordinator assists in the re-inspection of vehicles as necessary.

Original Finding:

4. **District regulations do not limit the number of free vehicle re-inspections at the station. Consequently, an excessive number of re-inspections unnecessarily taxes station resources and delays the inspection of other vehicles.**

Current Status: In Compliance.

Since the initial DMVIS inspection, the City Council (Council) has passed legislation limiting the number of free re-inspections citizens can receive. The new legislation permits one initial inspection and two free re-inspections. Upon failure of any particular portion of an inspection, citizens are provided both a verbal explanation and written documentation specifying the vehicle deficiencies.

Those citizens whose decals have expired are issued a 20-day temporary decal, which permits the continued use of the vehicle and affords the vehicle owner the opportunity to repair the deficiency and return for a re-inspection. Citizens are also provided a listing of the 14 re-inspection stations located throughout the District that are authorized to conduct re-inspections.

³ Automotive emissions testing equipment used to detect and relay data pertaining to emissions malfunctions.

⁴ Early detection of emissions irregularities during the testing process that permits the technician to stop the test prior to the completion of the entire inspection process.

OPERATIONS AND CUSTOMER SERVICE

Original Finding:

5. **District regulations do not provide for late fees for vehicle inspections conducted after the original inspection date.**

No Recommendation Made in Original Report of Inspection.

The Council has passed legislation authorizing the assessment of a \$15 late fee for residents who fail to obtain a re-inspection of their vehicles' by the due date. An additional late penalty of \$15 shall be assessed for each month that the vehicle has not been inspected. According to the station manager, the funds collected remain within the DMV and are used to hire new employees, purchase station equipment, and fund equipment upgrades.

Original Finding:

6. **The Traffic Management System has not performed up to expectation. DMV employees are being used to perform many of its functions.**

Current Status: In Compliance.

DMVIS disagreed with the finding in the original report and the team accepted. DMVIS management stated that the Traffic Management System⁵ is operational and working as advertised. However, management does not use the system because it slows entrance into the inspection station and creates confusion among citizens. Management has chosen to use greeters to direct the flow of traffic because it saves time and is less confusing. Management also disagreed with the OIG recommendation to build a greeters booth at the entrance of the station because it would obstruct the driving lanes.

Original Finding:

7. **There is no exit lane for vehicles that have entered the inspection station compound but do not require inspection service.**

Current Status: In Compliance.

During the initial DMVIS inspection, the station manager designated the outside inspection lane for use as an emergency exit, as a general exit for those citizens who enter the inspection station and choose to leave before completing the inspection process, and as the senior citizens lane. During the re-inspection the team observed that this lane continues to be used successfully for its designated purposes.

⁵ A system used to direct the flow of traffic. It is comprised of a series of traffic signs, lights, and lane indicators.

Original Finding:

8. **The lack of bilingual inspectors causes delays when vehicles owned by non-English speakers are inspected.**

Current Status: In Compliance.

The station manager has hired four bilingual employees to assist with translations for non-English speaking citizens. According to management, there are three employees who are fluent in Spanish, one in French. The station also has two employees who can communicate through sign language. The addition of these employees has reduced delays caused by such customers.

Original Finding:

9. **Planning for a new Northeast vehicle inspection station has been delayed because DMV has been slow in providing the necessary information to DPW and the Federal Highway Administration (FHWA).**

Current Status: In Compliance.

DMV has begun demolition of the old Vehicle Inspection Station located at 1827 West Virginia Avenue, N.E. The team and the station manager conducted a site visit and reviewed the architectural designs for the new site.

At the time he was interviewed, the station manager believed the new station would be operational by May 2003.⁶ The new station will have five inspection lanes, two of which will accommodate heavy-duty vehicles, such as buses and commercial vehicles. The station will be equipped to provide registration and inspection services, and it will also serve as a training facility for DMV.

Management is proposing limiting the use of the new station to commercial and government vehicles only.

Original Finding:

10. **Some employees are concerned about physical security because of unruly customers.**

Current Status: In Compliance.

DMV has contracted with a security company to respond to unruly customers and to provide security. The security service provides two armed officers during business hours. Although there have been incidents where citizens have become irate or unruly, these incidents have decreased substantially due to the presence of security personnel.

⁶ As of June 2003, the station was still under construction and expected to open in October 2003.

Original Finding:

11. **Public information about the vehicle inspection process is deficient and should be disseminated more widely.**

Current Status: In Compliance.

Both DMV and DMVIS provide informational brochures to the public about the vehicle inspection process.⁷ A brochure in the DMVIS customer service area provides information on correcting inspection deficiencies; however, it fails to provide other necessary information such as the documents needed to complete the vehicle inspection process. The team noted that brochures were provided to all citizens whose vehicles failed the inspection process prior to them leaving the inspection station. DMV has also upgraded its website to include inspection information.

Original Finding:

12. **District residents are not reminded of impending inspection dates.**

Current Status: In Compliance.

With the implementation of DMV's new Destiny⁸ computer system, re-inspection notices, along with information brochures, are automatically sent to citizens to remind them of their impending renewal date and to provide information about the inspection process.

According to the station manager, the format of the inspection sticker has been changed to increase the visibility of the renewal date. These changes have significantly decreased complaints from citizens that they were unaware of the impending renewal date.

⁷ The brochure is provided through the main DMV and is inserted in reminder notices generated to the public through Destiny, which is DMV's vehicle information system that processes licensing and registration transactions. Brochures are also available at both DMV and DMVIS locations.

⁸ The new Destiny computer system replaced the existing Motor Vehicle Information System (MVIS) that provides overall information technology.

Findings and Recommendations:

PERSONNEL MANAGEMENT

PERSONNEL MANAGEMENT

Original Finding:

13. **Delays in the processing of DMV paperwork for administrative actions that remain the responsibility of the Department of Public Works (DPW) have negatively impacted inspection station performance.**

Current Status: In Compliance.

Since the initial inspection, DPW has transferred to DMV the full responsibility of DMV's personnel, budget, procurement functions, and the processing of personnel actions. This transfer discontinued the process of routing requests through DPW. In an effort to alleviate processing delays, a Human Resources Liaison has been hired and is located within the District of Columbia Office of Personnel (DCOP). According to D/DMV, DCOP processes all DMV administrative actions.

Original Finding:

14. **Employees expressed serious concern that station hiring practices are unfair.**

Current Status: In Compliance.

The station manager disagreed with this finding as shown in the initial report because the D.C. Office of Personnel controls the entire hiring process, and he is left with few discretionary options. He noted that employees remain concerned about the current grade structure and hiring practices. When hired, new inspectors are certified by DCOP at the DS-5/6⁹ or 7 grade level. The maximum grade level inspectors can achieve is DS-8. Supervisory positions at the inspection station begin at the DS-10 grade level, which means inspectors are not eligible to apply because applicants cannot be more than one grade below the grade of the vacant position.

As a result, management has hired individuals from outside the agency with little or no DMVIS experience to fill supervisory positions that employees feel they are capable of filling. Inspectors feel that this hiring practice is unfair because they are qualified but are not able to apply because of their low grades.

⁹ Currently \$21,276 per annum.

PERSONNEL MANAGEMENT

Original Finding:

15. **Low salaries contribute to difficulties in hiring and retention of qualified applicants, affect morale, and decrease job satisfaction throughout the organization.**

Current Status: Not in Compliance.

According to management, the low pay grade structure continues to be an issue within the organization and makes it difficult to hire and retain qualified employees. This issue has been referred to D/DMV for resolution; however, no corrective action has been taken to align salaries with current market ranges.

As noted in the initial ROI, the station manager's DS-13 grade continues to be at least two grades below other District government positions that have much less responsibility. The station manager has management responsibility for a critical District government operation and 74 employees.

D/DMV has directed a committee to restructure existing grade levels and examine the promotion process within DMV. D/DMV stated that restructuring would not only impact DMVIS personnel, but the entire DMV. She also stated that the committee has completed 75% of the restructuring process; however, no completion date was specified.

D/DMV further stated that every measure would be considered to increase salaries/grade levels within budget constraints, to make them compatible with jobs in the surrounding area that require similar skills and abilities.

Original Finding:

16. **Employees complain that almost no praise or rewards are given by management to recognize good performance.**

Current Status: In Compliance.

D/DMV has implemented an incentive program that designates one inspector as *Inspector of the Year*. Employees must be nominated by a manager and are selected based on their accomplishments. In addition, managers have increased their willingness to verbally acknowledge exceptional employee performance and to write letters of commendation for inclusion in employee personnel files.

D/DMV has also authorized the establishment of an *Employee Awareness Committee* comprised of DMV employees whose primary responsibility and function is to plan and organize various activities (e.g., the annual awards banquet, picnic, and Christmas party) where employees demonstrating excellence in job performance can receive public recognition.

D/DMV stated that because of the District's budgetary constraints, it is unlikely that these events will transpire this year; however, individual letters of commendation will be presented to employees and copies placed in their personnel files.

PERSONNEL MANAGEMENT

Original Finding:

17. **The performance evaluation process is not based on written performance standards and does not use computer capabilities that could provide more objective measures for judging inspector performance.**

Current Status: Not in Compliance.

According to the station manager, the development and implementation of new performance standards for inspectors has met with opposition from the employee union. The union believes performance plans developed by DMV management would be assessed unfairly and used against employees during the evaluation process.

The station manager stated that performance plans have been revised to include the use of computerized information technology as a tool to assess the inspectors' performance, but have yet to be implemented because of union objections.

Original Finding:

18. **Position Descriptions and Standard Operating Procedures for the inspection station are up-to-date and reflect current operations.**

No Recommendation Made in the Original Report of Inspection.

As indicated in the initial ROI, position descriptions and the standard operating procedures manual are current and up-to-date. A review of these documents by the team also revealed that they were consistent with procedures in use within the station.

Original Finding:

19. **Employees describe management-to-staff communications as having a "terrible gap."**

Current Status: In Compliance.

During the initial inspection, the team found that a majority of employees were critical of the quality of station communication between management and staff. Staff meetings were held inconsistently and perceived as uninformative. Information was not relayed between management and staff in a timely or consistent manner and miscommunication often occurred.

The re-inspection team found that the station manager has made several efforts to improve communication. Prior to each shift, the station manager briefs team leaders on issues that may impact the station's daily operation. Supervisors conduct daily shift meetings with employees in order to disseminate information. Also, information is posted on the staff bulletin board adjacent to the employee break room. Supervisors make themselves available to employees by walking through the inspection lanes and having one-on-one communication. Supervisors also conduct individual discussions and counseling in their offices as needed.

Findings and Recommendations:

ADHERENCE TO FEDERAL REGULATORY REQUIREMENTS

Original Finding:

20. **The quality assurance program required by the State Plan for audits of each inspection lane has not been implemented.**

Current Status: In Compliance.

Since the initial ROI, an employee from the Department of Health (DOH) has been assigned to DMVIS to perform quality assurance checks and audits. This person performs daily checks of the station's equipment to determine if DMVIS is compliant with EPA regulations, monitors the overall safety of inspectors, and observes the manner in which they perform vehicle inspections.

This DOH employee is authorized to decertify DMVIS employees who pose safety risks, or stop the inspection process of a hazardous vehicle. The employee is also responsible for completing quality assurance audits and reporting the results to EPA. The employee performs at least eight audits per month on the inspection lanes.

Original Finding:

21. **DMV cannot comply adequately with EPA requirements to monitor District service stations that do re-inspections.**

Current Status: Partially in Compliance.

DMV has identified and authorized 14 privately-owned gas or service stations to perform re-inspections. The equipment used in the re-inspection stations is connected to the Destiny computer system, which maintains current licensing, registration, and inspection data, and can generate reports that DMV uses to specify the total number of decals issued from each re-inspection station.

The team visited 2 of 14 re-inspection stations and noted that the DMV equipment was maintained in secure areas. DMV has also automated its sticker issuance processes used by the private re-inspection stations. Each station has at least one Automotive Service Excellence (ASE) certified mechanic on staff.

DMVIS employees have not been able to conduct site visits of the re-inspection stations to ensure compliance with EPA regulations and to monitor the re-inspection process because it lacks sufficient staff.

Original Finding:

22. The Motor Vehicle Inspection Manual for the District of Columbia is outdated.

Current Status: In Compliance.

According to the station manager, updating of the current DMVIS inspection manual is ongoing; however, no completion date has been specified. This manual is approximately 20 years old and can only be used to conduct inspections of older model vehicles.

Since the initial inspection, DMVIS has purchased 100 copies of the *American Association of Motor Vehicle Administrators Vehicle Inspection Handbook*. DMVIS uses this handbook as its primary inspection manual. The handbook reflects current automotive specifications, tolerances, and standards used within the industry and is being used as an inspection manual.

Findings and Recommendations:

TRAINING AND EQUIPMENT

TRAINING AND EQUIPMENT

Original Finding:

23. The training program for certification of vehicle inspectors needs improvement.

Current Status: In Compliance.

Refresher training needed. Since the initial inspection, DMVIS has improved its internal training program. DMVIS has developed a training course with the assistance of ASPIRE Automotive Training Center.¹⁰ There are five certified instructors on staff at DMVIS.

Inexperienced employees need additional training. All new hires undergo approximately one month of specialized training with a certified instructor. Each new employee and a trainer sign-off on each training module, verifying that the module information has been taught. The training program includes one week of classroom training and one week of training on the inspection lanes. Upon completion of the initial training, each employee is assigned to a Team Leader who monitors the employee's development. If additional training is needed, it is provided based on the Team Leader's recommendation.

Training on commercial vehicles is insufficient. As noted in the initial DMVIS ROI, a commercial driver's license (CDL) is not required in order to perform vehicle inspections; neither is it required to operate a commercial vehicle on government property. Although there is no written policy regarding the operation of commercial vehicles, the station manager has informed employees who are hesitant to operate commercial vehicles to refrain from doing so. DMVIS management continues to disagree with OIG that inspectors operating commercial vehicles should have CDL training.

Original Finding:

24. The certification and re-certification training program for equipment technicians is not in compliance with Title 18 DCMR, Sections 618.1 through 618.5 and is insufficient to maintain a high level of technical skill.

Current Status: Partially In Compliance.

The station manager disagreed with this finding as shown in the initial report, and noted correctly that DCMR Title 18 § 68.1-618.5 does not refer to equipment technicians. The team continues to believe, however, that the complexity of equipment technicians' duties and the \$8 million cost of the equipment they work on argues for considerably more formal training than is now being provided, particularly for new technicians.

The station manager stated that DMVIS has not developed a training or testing program, nor does it maintain a list of approved training courses for employees regarding the maintenance of equipment. However, DMVIS employees participate in a refresher-training course facilitated by California Analytical, Inc. two to four times per year. California Analytical, Inc. is the manufacturer of the Inspection Maintenance I/M240 equipment.

¹⁰ ASPIRE is a training organization located in Pittsburgh, PA that trains and certifies mechanics.

TRAINING AND EQUIPMENT

Through the refresher training course, inspectors receive instructional guidelines (e.g., air pollution, diagnostic, and repair procedures) for the I/M240 equipment, federal regulations, and safety and vehicle standards. The manufacturer does not issue certificates certifying inspectors; however, records of attendance at the training are maintained by DMVIS management.

Original Finding:

25. **Equipment technicians¹¹ do not have the cellular phones and pagers needed to quickly contact equipment contractors or each other for assistance.**

Current Status: In Compliance.

Equipment Technicians and Team Leaders have been issued portable radios capable of two-way transmissions to enhance their communication during hours of operation. In addition, Nextel paging devices have been issued to Team Leaders to facilitate their communication with the contractor when technical assistance is required. As a result, delays in transferring information regarding malfunctioning equipment have been virtually eliminated.

Original Finding:

26. **The station's dynamometers are overworked because of the station's extended work hours and fail faster than technicians can repair them. The extra hours of operation endanger the manufacturer's equipment warranty, and frequent lane closures because of equipment failures may increase customer wait times.**

Current Status: In Compliance.

The team observed all eight inspections lanes and found them to be fully operational. Initially, the dynamometers were being operated for 16 hours per day; however, the manufacturer recommended that the machine be used for no more than 10-12 hours per day. With the reduction in station operating hours, the use of dynamometers and resulting malfunctions from overuse decreased.

¹¹ "Equipment technicians" is synonymous with "Equipment Maintenance Technicians."

APPENDIX

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

Operations and Customer Service

1. **Increased staffing has brought the station in line with State Plan requirements, opens all lanes and, along with increased hours, significantly reduces customer wait times.**

No Recommendation Made in Original Report of Inspection.

2. **Special lanes and emissions test changes have increased inspection efficiency and vehicle processing speed.**

No Recommendation Made in Original Report of Inspection.

3. **A Resolution Coordinator will now reinspect and approve repairs made on minor failed items such as horns and signal lights. Clearer instructions for these customers are needed, however, so they know what to do and who to see.**

Status: In Compliance.

That station management post clear signs or otherwise provide clear instructions to vehicle drivers returning a vehicle for reinspection of less serious items that failed the original inspection.

4. **District regulations do not limit the number of free vehicle reinspections at the station. Consequently, an excessive number of reinspections unnecessarily taxes station resources and delays the inspection of other vehicles.**

That the D/DMV draft and forward to the City Council an amendment to existing legislation authorizing the assessment of reinspection fees after one or two free reinspections at the DMV inspection station.

Status: In Compliance.

5. **District regulations do not provide for late fees for vehicle inspections conducted after the original inspection date.**

No Recommendation Made in Original Report of Inspection.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

6. **The Traffic Management System has not performed up to expectation. Greeters are being used to perform many of its functions.**

- a. That the station manager contact the manufacturer of the Traffic Management System for assistance in making the system more effective for the Southwest inspection station. If the system can not be brought up to the 2 desired level of efficiency, then additional funds should be requested to replace the system with a better one.

Status: In Compliance.

- b. That the D/DMV contract to build a courtesy/greeting booth off to the side of the input lanes where greeters can be stationed during inclement weather.

7. **There is no exit lane for vehicles that have entered the inspection station compound but do not require inspection service.**

That DMV inspection station management create an exit for vehicles that have entered the inspection lane in error. A possible exit is through the employee-parking lane, which is often blocked by an overflow of employee vehicles.

Status: In Compliance.

8. **The lack of bilingual inspectors causes delays when vehicles owned by non-English speakers are inspected.**

That inspection station management and D/DMV take the necessary action to hire bilingual employees to work at the inspection station, or provide sufficient foreign language training to selected current employees.

Status: In Compliance.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

9. **Planning for a new Northeast vehicle inspection station has been delayed because DMV has been slow in providing the necessary information to DPW and the Federal Highway Administration (FHWA).**

That D/DMV ensure that a senior DMV official is assigned immediately to follow-up on the approval of funding for a new Northeast inspection station and work closely with DPW on the planning, procurement, and construction of a new facility. Written reports on the status of the project should be required at least monthly, and a copy sent to the Inspector General.

Status: In Compliance.

10. **Some employees are concerned about physical security because of unruly customers.**

That DMV inspection station management consider some level of security presence for customers and employees.

Status: In Compliance.

11. **Public information about the vehicle inspection process is deficient and should be disseminated more widely.**

- a. That DMV inspection station management work with the DMV Office of Information Technology to include additional information about the vehicle inspection process on the DMV web site.

Status: In Compliance.

- b. That inspection station management submit proposals to D/DMV within 30 days after publication of this report on other ways to better communicate and distribute inspection and emissions information to District residents.

Status: In Compliance.

12. **District residents are not reminded of impending inspection dates.**

That the D/DMV and the station manager consider an inspection notification program for vehicle owners.

Status: In Compliance.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

Personnel Management

13. **Delays in the processing of DMV paperwork for administrative actions that remain the responsibility of the Department of Public Works have negatively impacted inspection station performance.**

- a. That the D/DMV coordinate with the D/DPW to achieve more efficient processing of DMV personnel and procurement requests.
- b. That the D/DMV ensure that DMV has an implementation plan for a smooth transition of all personnel, procurement, and budget functions from DPW to DMV now scheduled for FY 2001.

Status: In Compliance.

14. **Employees expressed serious concerns that station hiring practices are unfair.**

That inspection station management develop and submit to D/DMV for approval hiring policies and procedures that will eliminate the perception of inequity and of a “buddy system” in station hiring practices.

Status: In Compliance.

15. **Low salaries contribute to difficulties in hiring and retention of qualified applicants, affect morale, and decrease job satisfaction throughout the organization.**

That D/DMV form a 30-day task force to study the pay and benefits of inspection station managers and employees to determine the need for improvements and reforms.

Status: Not in Compliance.

16. **Employees complain that almost no praise or rewards are given by management to recognize good performance.**

- a. That the station manager and D/DMV coordinate with the DMV Incentive Committee to develop and implement incentive standards for station employees and promulgate those standards.

Status: In Compliance.

- b. That station management pay particular attention to the need all employees have for recognition of good work and good service. Management should use all means at its disposal, including computer data from the inspection lanes, to ensure that exceptional performance is

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

recognized and rewarded. Standard certificates issued for time of service, 5 promotions, and training should be awarded promptly and in a suitably ceremonial fashion whenever possible. Station policies and procedures should be written on this matter expeditiously and promulgated to all employees.

Status: In Compliance.

17. The performance evaluation process is not based on written performance standards and does not use computer capabilities that could provide more objective measures for judging inspector performance.

- a. That the station manager and his supervisory team develop and implement objective performance standards for evaluation of all station personnel. These standards should fully utilize station technology wherever possible. The new standards should be in compliance with the District's new performance evaluation system.

Status: Not in Compliance.

- b. That station management seek input from employees and information technology contractors on the formulation of these standards.

Status: Not in Compliance.

- c. That each station employee receive a copy of the performance standards for his or her particular job.

Status: Not in Compliance.

18. Position Descriptions and Standard Operating Procedures for the inspection station are up-to-date and reflect current operations.

No Recommendation Made in Original Report of Inspection.

19. Employees describe management-to-staff communications as having a "terrible gap."

That station management develop written procedures that will ensure that information of importance concerning both station operations and personnel matters is transmitted promptly and accurately to all affected employees. These might include:

- A pre-shift briefing by team leaders to update the on-coming team on important matters of the day and to raise and answer questions.
- Staff meetings that are scheduled at regular intervals and held.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

- Managers and supervisors use of daily “management by walking around” techniques to check on the status and needs of individual employees and to provide “face time” for one-on-one communication.
- Station management consideration of doing a periodic newsletter that would include employee input and be disseminated to all employees.
- Consideration of holding an off-site where all employees could raise and discuss issues of common concern in an open and relaxed atmosphere.

Status: In Compliance.

Adherence to Federal Regulatory Requirements

20. The quality assurance program required by the State Plan for audits of each inspection lane has not been implemented.

That the D/DMV and the D/DOH take steps to expedite implementation of the quality assurance program in order to ensure that timely reports are made to EPA. D/DMV and D/DOH should advise the Inspector General of their actions within ten working days after receiving this report.

Status: In Compliance.

21. DMV cannot comply adequately with EPA requirements to monitor District service stations that do reinspections.

- a. That D/DMV take the following steps to ensure that DMV is in compliance with EPA requirements for inspecting and monitoring vehicle repair effectiveness: (a) have internal policies and procedures updated and brought in line with the pertinent sections of the State Implementation Plan; (b) hire additional trained employees sufficient for regular and thorough monitoring of all District reinspection service stations or put this task under contract; and (c) develop a means for public dissemination of the reports from the inspection and monitoring activities of the DMV Enforcement Unit.

Status: Not in Compliance.

- b. That D/DMV review the merits of and make a decision on the proposal for automating the sticker issuance process used by private reinspection stations.

Status: Partially in Compliance.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

22. The Motor Vehicle Inspection Manual for the District of Columbia is outdated.

That the station manager update the Motor Vehicle Inspection Manual to reflect current automotive specifications, tolerances, and standards. The station manager can use AAMVA or other resources in developing a District manual that complies with national standards.

Status: In Compliance.

Training and Equipment

23. The training program for certification of vehicle inspectors needs improvement.

Refresher training needed.

That the station implement a refresher training program prior to recertification to be conducted during slow periods or station down time where individual training modules, best practices, inspection quality and other applicable topics can be reviewed.

Status: In Compliance.

Inexperienced employees need additional training.

That D/DMV and the inspection station manager provide additional training for employees hired without previous automotive or emissions experience before putting them to work on the lanes.

Status: In Compliance.

Training on commercial vehicles is insufficient.

- a. That the station manager expand the inspector training program to include additional information and training on commercial vehicles. Instructional modules should be based on the District's Commercial Drivers License mechanical instruction. The station manager should ensure that a sufficient number of inspectors have valid CDLs and that commercial vehicles are driven only by those with such licenses.

Status: In Compliance.

LIST OF ORIGINAL FINDINGS AND RECOMMENDATIONS

- b. That the station manager coordinate with the District's Fleet Maintenance Program to develop and implement a "hands-on" training course in inspecting and maneuvering commercial vehicles.

Status: In Compliance.

24. The certification and recertification training program for equipment technicians is not in compliance with Title 18 DCMR, Sections 618.1 through 618.5 and is insufficient to maintain a high level of technical skill.

- a. That the station manager and the technician supervisor coordinate with equipment manufacturers and the American Association of Motor Vehicle Administrators to develop a training program for new technicians on the equipment, procedures, and core knowledge that all new technicians should be taught. This training program should be documented in a comprehensive station training manual.
- b. That the D/DMV and station manager ensure that the appropriate certification is provided for all eligible Automotive Emissions Repair Technicians currently working at the inspection station.

Status: Partially in Compliance.

25. Equipment technicians do not have the cellular phones and pagers needed to quickly contact equipment contractors or each other for assistance.

That the station provide the technicians with a sufficient number of telephone/paging devices (e.g. Nextel communication devices) during working hours solely for troubleshooting calls to the manufacturers and paging among the technician team members.

Status: In Compliance.

26. The station's dynamometers are overworked because of the station's extended work hours and fail faster than technicians can repair them. The extra hours of operation endanger the manufacturer's equipment warranty, and frequent lane closures because of equipment failures may increase customer wait times.

That station management expedite a cost-benefit analysis of the extended station hours to determine if extra hours remain necessary given the current staffing level.

Status: In Compliance.